

Agency Capacity Evaluation

Agency: Boys and Girls Club

Date of Review: August 13, 2014

Evaluation Valid: July 1, 2014-June 30, 2017

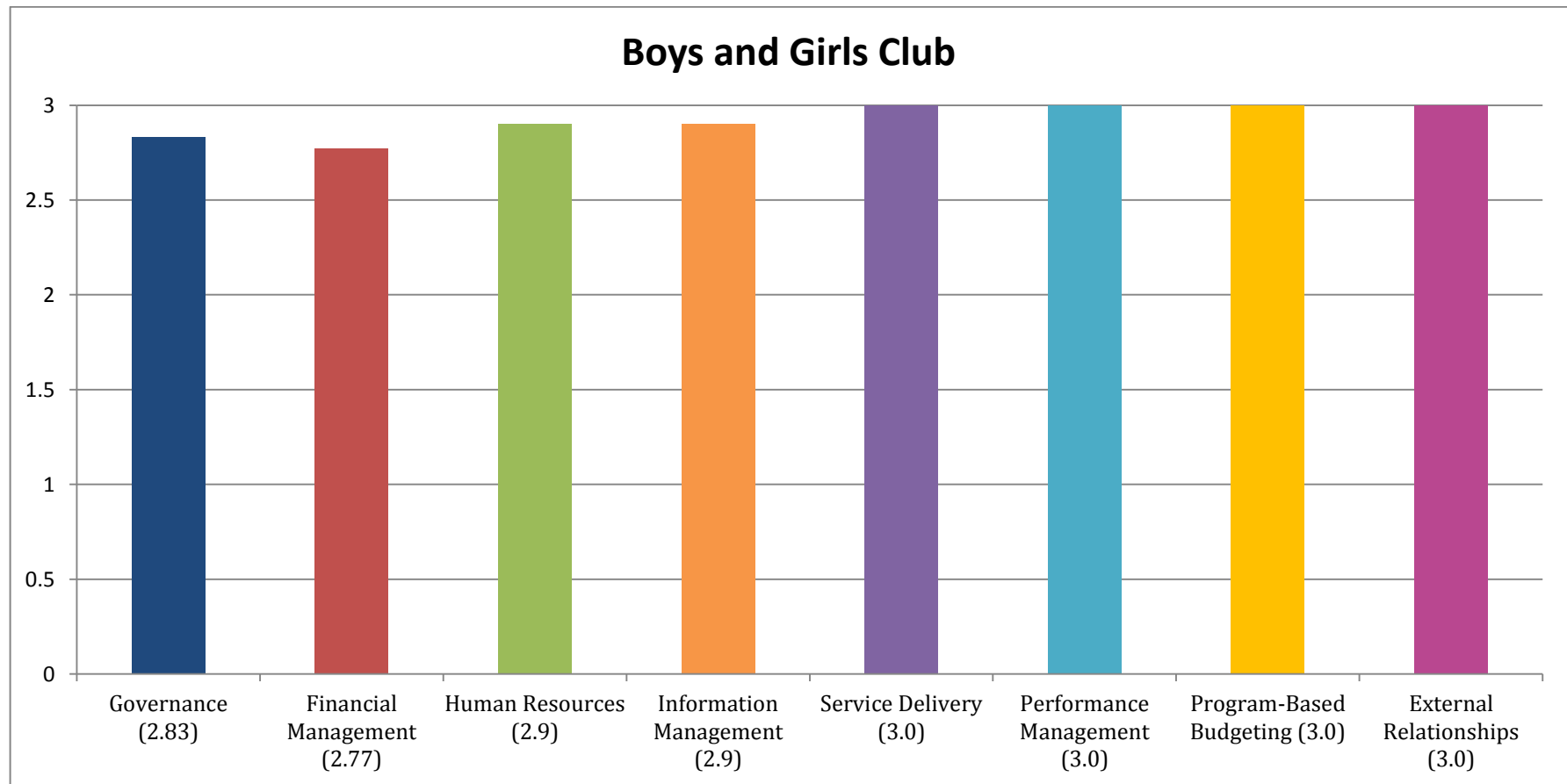
Overall Evaluation Score: 2.92

Scale

3 = High Level of Capacity

2 = Moderate Level of Capacity

1 = Low Level of Capacity



1. Governance: 2.83

	Response	Subheading Score	Category Score
Mission Statement	High – Clear expression of agency’s reason for existence		3.0
Vision Statement	High – Vision translates into a clear set of goals used to direct agency actions and set priorities		3.0
Board of Directors			
• Appropriate number of board members	Required to have 11, currently have 25 members	3	
• Average rate	Have had 25 board members for the last 3 years	3	
• Terms and term limits	3 year terms, no term limits	1	
• Reflective of demographic served	No	1	
• Role in goal setting and management	Provides strong direction, support and accountability to leadership	3	
• Family/business relationships	No	3	
<i>Board of Directors Average Score:</i>		14/6=	2.33
Policies and Practices			
• Conflict of interest policy	Yes – Reviewed by evaluator	3	
• Whistleblower policy	Yes – Reviewed by evaluator	3	
• Document retention policy	Yes – Reviewed by evaluator	3	
• Business continuity plan	Yes – Reviewed by evaluator	3	
• Document meetings and track actions	Yes – Reviewed by evaluator, Date: 7/2014	3	
• ED hiring process	1) Review and approval by independent persons indicated 2) Comparability data process indicated 3) Verification of deliberation – meeting minutes	3	

<ul style="list-style-type: none"> Lobbying written policies and reported on IRS990 	N/A – Does not lobby	N/A	
<i>Policies and Practices Average Score:</i>		18/6=	3
Governance Capacity Score:		11.33/4=	2.83

2. Financial Management: 2.77

	Response	Subheading Score	Category Score
Policies, Practices, and Procedures			
<ul style="list-style-type: none"> Written financial policies and procedures 	Yes – Reviewed by evaluator	3	
<ul style="list-style-type: none"> Accountability standards or practices and controls to ensure accuracy 	Adheres to the policies and procedures, separation of duties, executive board oversees all financial management	3	
<ul style="list-style-type: none"> Accrual basis accounting 	No – Cash Basis	1	
<i>Policies, Practices, and Procedures Average Score:</i>		7/3=	2.33
Oversight			
<ul style="list-style-type: none"> Person responsible for daily fiscal management 	Executive Director, Bookkeeper	Report	
<ul style="list-style-type: none"> Is this person dedicated to fiscal management 	Bookkeeper is dedicated	3	
<ul style="list-style-type: none"> Who is responsible for budget development 	Executive Director	Report	
<ul style="list-style-type: none"> Treasurer 	Yes –Active Treasurer	3	
<ul style="list-style-type: none"> Board oversight 	Executive Director and bookkeeper prepare the financial report and the treasurer presents the report at monthly board meetings	Report	
<ul style="list-style-type: none"> Annual review overseen by board 	Yes	3	
<ul style="list-style-type: none"> Form 990 provided to the Board of Directors 	Yes	3	
<i>Oversight Average Score:</i>		12/4=	3.0
Insurance			
<ul style="list-style-type: none"> Workers' Compensation 	Yes	3	
<ul style="list-style-type: none"> Business Auto Liability 	Yes	3	
<ul style="list-style-type: none"> Commercial/General Liability 	Yes	3	

• Directors and Officers Liability	Yes	3	
• Professional Liability	N/A – no licensed staff	N/A	
<i>Insurance Average Score:</i>		12/4=	3.0
<i>Financial Management Capacity Score:</i>		8.33/3=	2.77

3. Human Resources: 2.9

	Response	Subheading Score	Category Score
Employment Policies and Practices			
• Written personnel policies	Yes – Reviewed by evaluator	3	
• Non-discrimination policy	Yes – Reviewed by evaluator	3	
• Affirmative action plan	No	1	
• Workforce reflective of demographic served	Yes – Determined by observation	3	
• Labor laws clearly posted	Yes – Observed by evaluator	3	
• Criminal background checks on employees	Yes	3	
• Abuse and neglect checks	Yes	3	
• How often conducted	At employment and annually	Report	
<i>Employment Policies and Practices Average Score:</i>		19/7=	2.71
Staff Training and Development			
• New employee orientation	Yes	3	
• Staff development plan	Yes – Reviewed by evaluator	3	
• Leadership development plan	Yes – Reviewed by evaluator	3	
• Succession plan	Yes – Reviewed by evaluator	3	
• License and certification	N/A	N/A	
<i>Staff Training and Development Average Score:</i>		12/4=	3.0
Volunteers			
• Screened and trained	Background check, screening, orientation and training	3	
• How are volunteers utilized	Programs, administrative tasks, fundraising,	Report	

	and special events		
<i>Volunteers Average Score:</i>		3/1=	3.0
<i>Human Resources Capacity Score:</i>		8.71/3=	2.9

4. Information Management: 2.9

		Subheading Score	Category Score
Policies and Procedures			
• Retention and destruction policies	Yes – Reviewed by evaluator	3	
• Funder requirements incorporated	Yes	3	
• Identify the records custodian	Executive Director	Report	
<i>Policies and Procedures Average Score:</i>		6/2=	3.0
Data Management			
• Client program and participation data	Yes	Report	
• Volunteer applications and records	Yes	Report	
• Personnel records	Yes	Report	
• Financial records	Yes	Report	
• Donor and contribution records	Yes	Report	
• Mailing list	Yes	Report	
• Workflow description	Yes	Report	
• Inventory of hardware and software	Yes	Report	
• Disaster readiness or recovery plan	Yes	Report	
<i>Data Collection Score:</i>	9 of 9 = High		3.0
• Who has access to program data	Leadership staff and program staff	3	
• Is program data backed-up	Yes	3	
• Validity and reliability	High – Agency has systems in place to ensure reliability and validity: cross checks and verification by leadership staff, training	3	

	of program and data entry staff		
• Data retained in accordance with policy	Yes	3	
<i>Program Data Management Average Score:</i>		12/4=	3.0
Confidentiality			
• Confidentiality policies and procedures	Yes	3	
• Confidentiality agreement for:			
○ Employees	Yes – Reviewed by evaluator	3	
○ Volunteers	Yes – Reviewed by evaluator	3	
○ Board members	Yes – Reviewed by evaluator	3	
• How often are they renewed	Annually	Report	
• Regular trainings	Yes – as part of monthly professional development	3	
• Individual passwords for each computer	Yes	3	
• Privacy filters for monitors	No	1	
• Back-up protocol for collected data	Yes	3	
• Utilize paper shredders and/or secure recycling	Yes	3	
<i>Confidentiality Average Score:</i>		25/9=	2.77
Systems and Infrastructure			
• Meets current and anticipated needs	Yes	3	
• Challenges	No challenges	Report	
• Upgrades in next two years	No	Report	
• Off-site data storage	Yes	3	
• Data management software	Membership Tracking, National Youth Outcome Initiative, ETO, ODM	Report	
• Network computer system	Yes	3	
• Network administrator on staff	No	1	
• Network back-up protocol	Yes	3	
• Utilize the following:			
○ Microsoft Office Suite	Yes	Report	
○ Commercial analytical software	No	Report	
• Rate systems for:			
○ Data collection	High	3	

○ Data management	High	3	
○ Data reporting	High	3	
○ Data storage	High	3	
<i>Systems and Infrastructure Average Score:</i>		25/9=	2.77
<i>Information Systems Capacity Score:</i>		14.54/5=	2.9

5. Service Delivery: 3.0

	Response	Subheading Score	Category Score
Program Services			
• Most successful aspect of program(s)	Students have a variety of activities, and get to make their own choices	Report	
• Barriers	Transportation is the biggest issue	Report	
Infrastructure			
• Meet current and anticipated needs	Yes	3	
• Rate capacity for <ul style="list-style-type: none"> ○ Office building and meeting space ○ Parking ○ Storage 	High High High	3 3 3	
<i>Infrastructure Average Score:</i>		12/4=	3.0
Policies, Practices, and Procedure			
• ADA compliance and documentation	Yes – Based on building consultants and permits	3	
• Written non-discrimination in public accommodations	Yes – Reviewed by evaluator	3	
• Fulfill staffing ratios	Yes	3	
• Do you solicit feedback from participants	Yes – Participant and parent surveys, pre and post activity surveys	3	
• Customer grievance process	Yes	3	

<i>Policies, Practices, and Procedure Average Score:</i>		15/5=	3.0
<i>Service Delivery Capacity Score:</i>		6/2=	3.0

6. Performance Management: 3.0

	Response	Subheading Score	Capacity Score
Performance Management			
<ul style="list-style-type: none"> Barriers and challenges 	No challenges	Report	
<ul style="list-style-type: none"> Utilized to guide programming 	Used to improve, enhance, and modify programming, used for evaluation and planning, and shared with stakeholders and staff	3	
<ul style="list-style-type: none"> Consistent with other funders 	Yes	Report	
<ul style="list-style-type: none"> Communicated to board 	Yes	3	
<ul style="list-style-type: none"> Communicated to staff and volunteers 	Yes	3	
<ul style="list-style-type: none"> Rate systems for <ul style="list-style-type: none"> Monitoring performance Reporting performance Utilizing performance for evaluation and planning 	High High High	3 3 3	
<i>Performance Management Capacity Score:</i>		18/6=	3.0

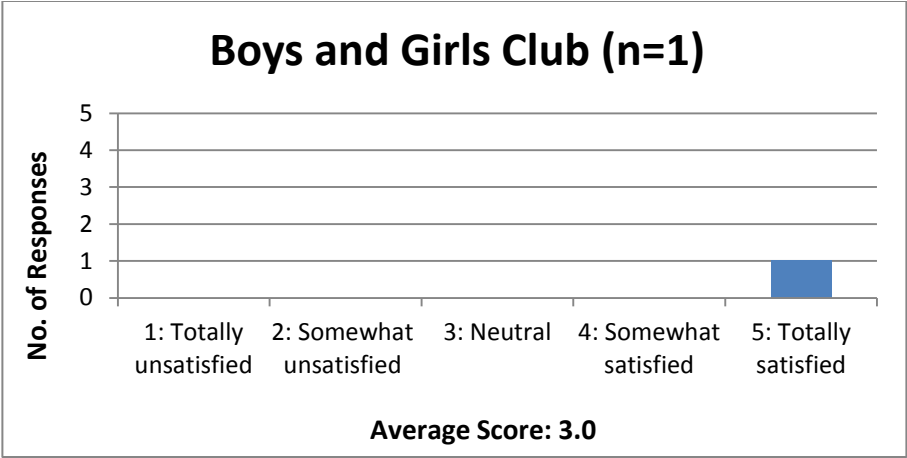
7. Program-Based Budgeting: 3.0

	Response	Subheading Score	Capacity Score
Program-Based Budgeting			
<ul style="list-style-type: none"> Procedures for developing and monitoring program budgets 	High – Well-designed and informed budget development process: utilizes historical and performance data, budgets are rigorously managed and adhered to	3	
<ul style="list-style-type: none"> Does the process cover projected: <ul style="list-style-type: none"> Ongoing revenues and expenditures Occasional or special revenues and expenditures Capital expenditures 	Yes – all included	3	
<ul style="list-style-type: none"> Board members utilized 	Yes	3	
<ul style="list-style-type: none"> Annual program budgets tied to annual operational plan 	Yes	3	
<ul style="list-style-type: none"> Who is responsible for oversight 	Executive Director and Program Staff	Report	
<ul style="list-style-type: none"> Rate systems for: <ul style="list-style-type: none"> Developing program budgets Assessing data to recognize trends Working with staff to understand budgets Working with board to understand budgets Accurately forecasting change in the budget 	<p>High</p> <p>High</p> <p>High</p> <p>High</p> <p>High</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p>	
Program Based-budgeting Capacity Score:		27/9=	3.0

8. External Relationships: 3.0

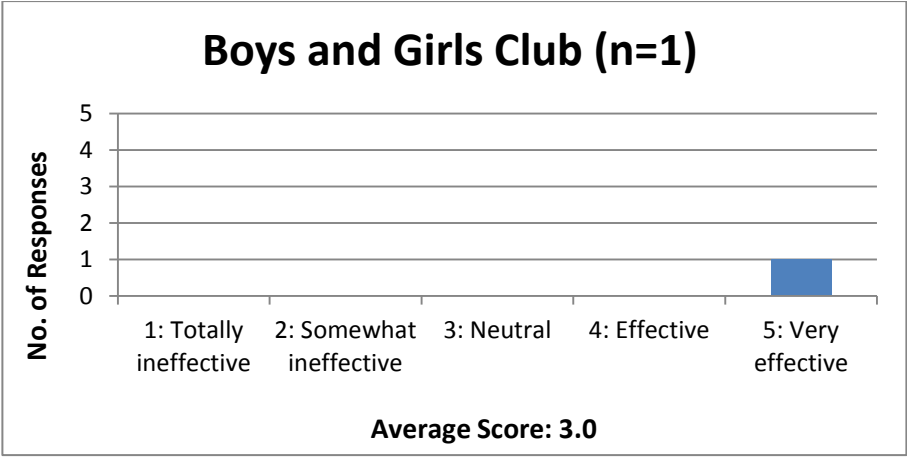
	Response	Subheading Score	Capacity Score
External Relationships			
<ul style="list-style-type: none"> • Collaboration 	Agency builds and maintains strong, high-impact relationships with a variety of relevant partners	3	
<ul style="list-style-type: none"> • Widely known and perceived to be engaged 	Yes	3	
<ul style="list-style-type: none"> • External partner feedback <ul style="list-style-type: none"> ○ Satisfaction ○ Effectiveness ○ Comments 	High High See attached	3 3	
<i>External Relationships Capacity Score:</i>		12/4=	3.0

Please rate your overall satisfaction with your partnership with the agency.



Scale
3.0 = Totally satisfied
2.5 = Somewhat satisfied
2.0 = Neutral
1.5 = Somewhat unsatisfied
1.0 = Totally unsatisfied

Please rate your opinion of the effectiveness of each agency in the community.



Scale
3.0 = Very effective
2.5 = Effective
2.0 = Neutral
1.5 = Somewhat ineffective
1.0 = Totally ineffective

Comments:

Good organization experiencing rapid growth.